

Appendix 3

Presentation Material for a Preliminary Report on TechBC Case Study

カナダのバーチャル大学－ TechBCに関する事例調査研究

その閉鎖に関わる要因
(現地訪問調査研究結果から)

小林登志生、山地弘起、川淵明美、高橋秀明、永岡慶三

メディア教育開発センター

Investigative Research

(February - March, 2003)

- Team Members: Toshio Kobayashi
Hiroki Yamaji
Akemi Kawafuchi
Hideaki Takahashi
Keizo Nagaoka
- Funded by: Ministry of Education and Science Grants-in-Aid (Profs. Sakamoto and Nagaoka)
and Research Grant (Prof. Kurosu)
- Assisted by former Administrative Staff of Tech BC,
former Joint Research Collaborators of Athabasca Univ.,
and John Truman (Local Student in Vancouver)

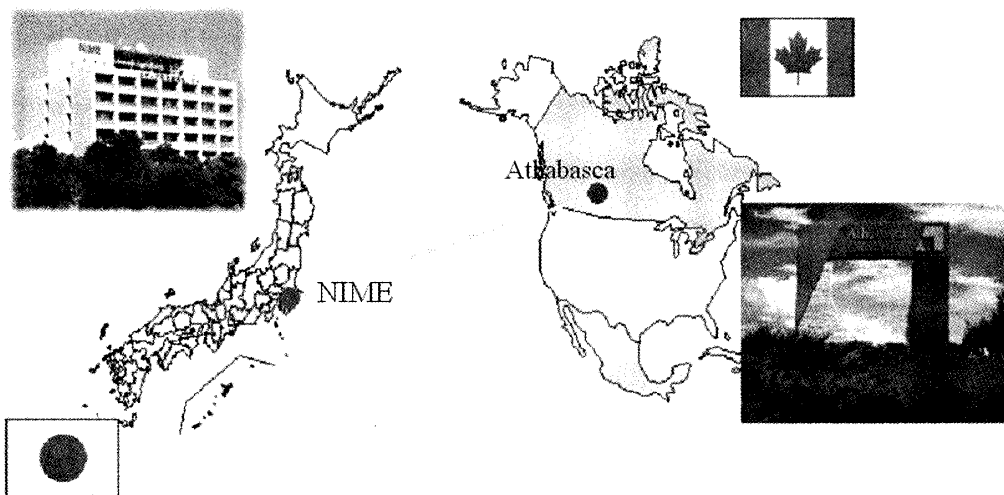
現地訪問調査・インタビュー

- Site-visits: Athabasca Univ., Univ. of Alberta, Univ. of British Columbia, Simon Fraser Univ, Univ. of Victoria, Royal Roads Univ., Ministry of Advanced Education of BC, local residences
- Interviewees: administrators and faculty of universities engaged in ODE, gov't officials involved in Tech BC issues, local residents, and last and former Presidents of Tech BC

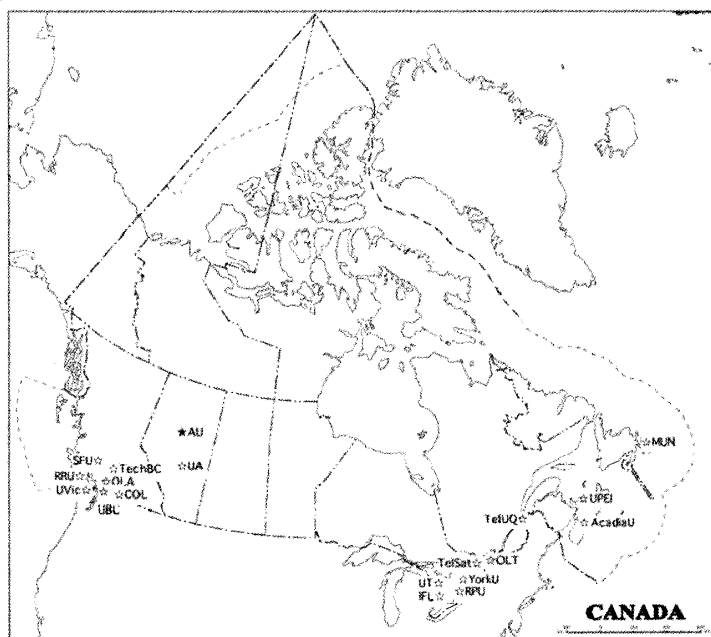
本事例調査の背景

- 日加間の遠隔学習に関する科研費海外学術調査(平成11-13年度)に基づく比較研究のフォローアップとして企画実施(科研費研究成果報告, 2002年3月)
- Technical University of British Columbia 上記研究期間中の主要訪問調査機関の一つ
- NIME 調査チームは2002年3月に同大学が閉鎖されSFUに経営が移転する直前に最後の訪問調査を実施

日加比較研究 (海外学術調査科研費による研究 1999-2002)



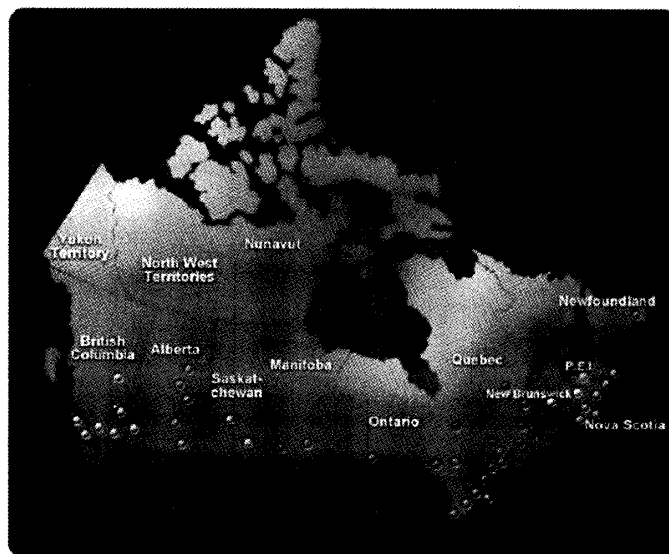
研究期間中の訪問調査した大学・機関 (1999-2002)



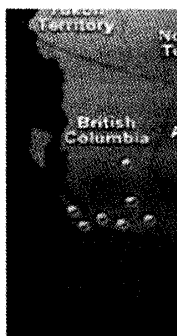
カナダにおける高等教育機関

- Dates back to 17th Century(1663)
- More than 100 HE Institutions, mostly publicly-funded
- Well-balanced quality education
- Pioneer in distance education with traditional continuing education
- Characterized by Alliance & Consortium

カナダにおける高等教育2



ブリティッシュ・コロンビア州内の大学



The University of British Columbia
 British Columbia Open University
 University College of the Cariboo
 Emily Carr Institute of Art and Design
 University College of the Fraser Valley
 Malaspina University-College
 University of Northern British Columbia
 Okanagan University College
 Royal Roads University

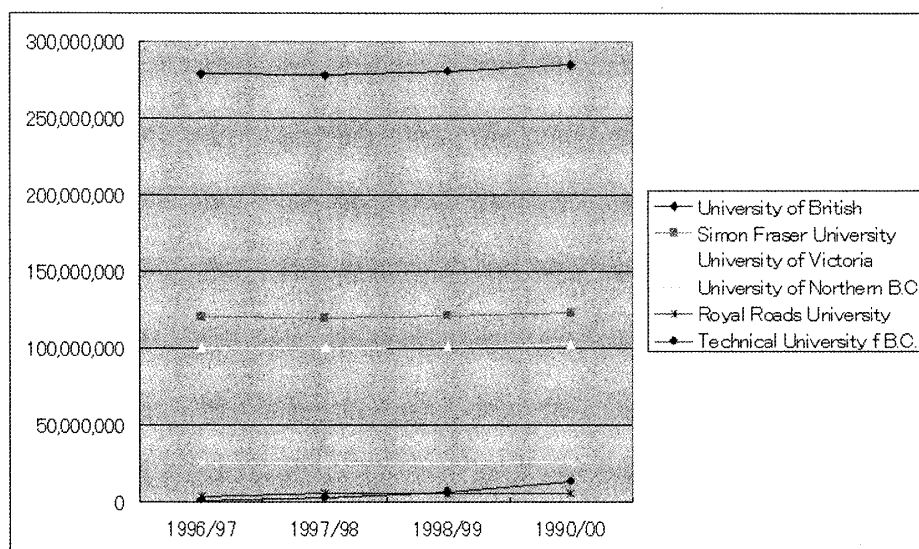
Simon Fraser University

Trinity Western University

University of Victoria

(Technical University of British Columbia – Tech BC)

BC州内の主要大学に対する政府からの運営助成金

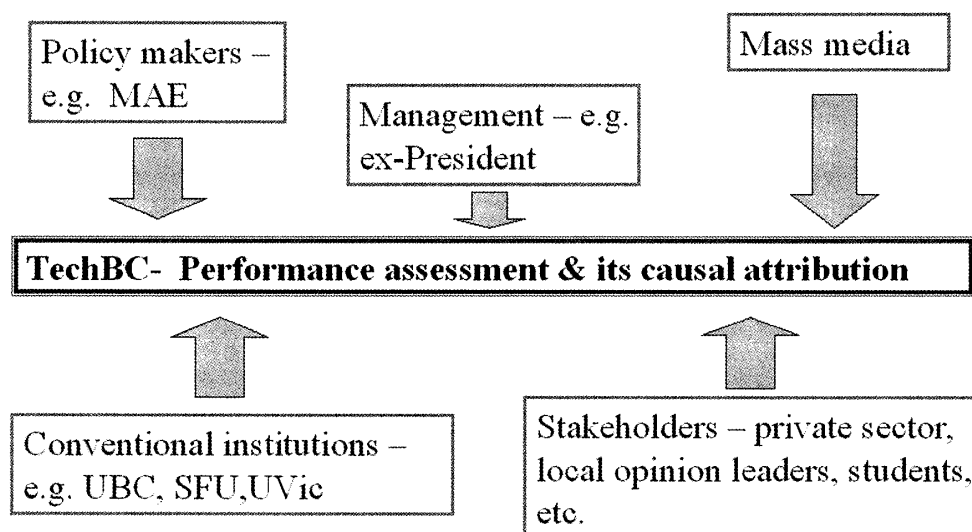


Source: Ministry of Advanced Education, BC

Tech BC設立の経緯

- '94-96 the idea for creating a new university
- '97 the Legislature passed for realizing it
- '98 preparation underway for launching the operation of a new major university in BC
- '99 the first group of students admitted
- '01 May - the current Gov't elected and the decision to close Tech BC followed
- '01 December - Bidding for the closure of Tech BC and SFU proposal accepted
- '02 February Tech BC closed down and SFU took over the operation of Tech BC

Multi-angulation

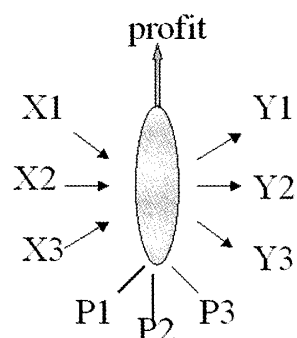


Bottomline analysis

Revenue	Expenditure
province	infrastructure (building, utility, ICT, etc.)
tuition	staffing
	administration (publicity, fundraising, marketing, industry partnerships, development of local needs, etc.)
	course development
	course delivery
	support service

Business model

- Initial model



- Actual position

- Alternative models
w/ feasibility assessment

公開遠隔教育成功への主要因 (アサバスカ公開大学の事例)

Key Factors:

- Leadership with a good relationship with the gov't
- Flexibility – Learners otherwise would get in traditional institutions
- Service - Faculty being available all the time to cater to the Learners' needs (Switchboard system)
- Interactiveness - through which a “Community of Learning” being created
- Learning materials - developed based on learners needs and experiences through this Community

Tech BC 失敗事例の主な要因

- Political
- Economical (Timing)
- Image (Location)
- Managerial
- Rivalry
- Human

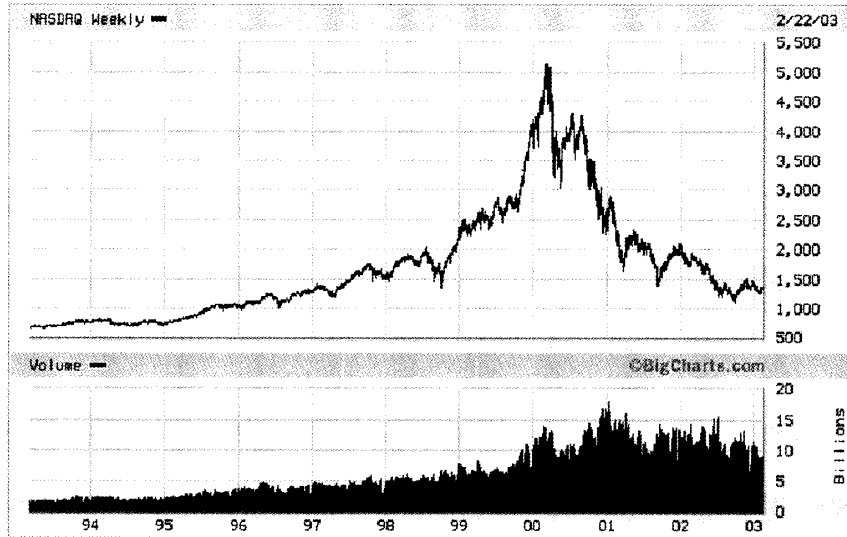
政治的要因

- BC 州政府 – 与党から野党政権へ移行
Labor Party - created Tech BC in 1997
Liberal Party - closed it down in 2001
- 地元自治体の思惑 – Surrey City Council
saw a new university in its locality as
revitalizing the local economy and
redeveloping the local community

経済的要因

“Tech Bubble”との関連

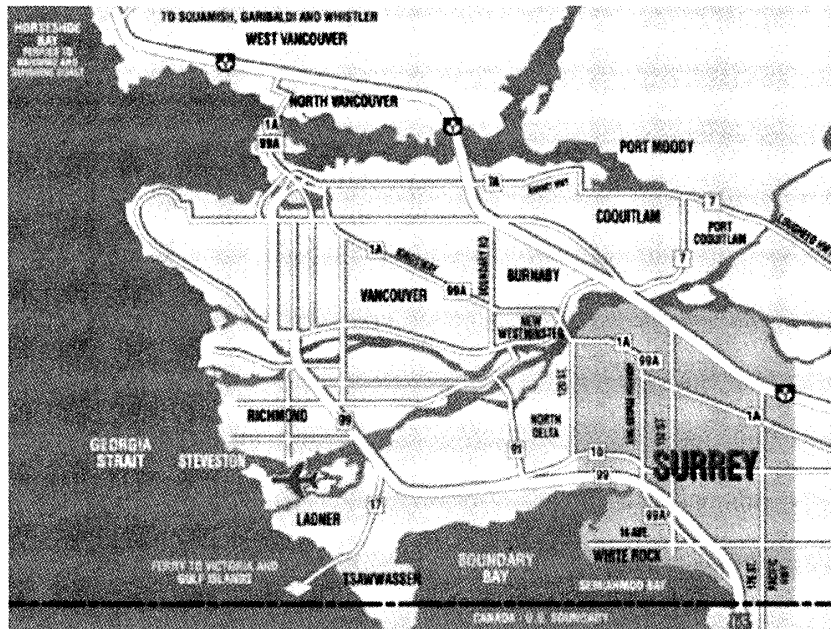
- The Coming of Internet in mid-90 and Saturation
- US Telecom Deregulation in '96
- Y2K related tech movements in boom '97-'99
- Tech Bubble at its peak in March 2000 - after that
the Bubble burst and kept heading down
- Since then – no more momentum nor job
prospects in tech fields across North America
- Downfall of Silicon Valley – laying-off people



タイミング – 大きな要因

- Tech BC created at a wrong time when tech becoming no longer attractive as used to be
- Decline of enrollement throughout North American HE institutions in tech courses
- Perception of “tech” against people’s psychology - name factor with “Tech BC”
- Other BC institutions went online - creating more competition

Greater Vancouver Area



所在地によるイメージ – もう一つの要因?

- Surrey is less affluent area in the greater Vancouver
- Students likely to take tech courses are usually from affluent North Vancouver
- Students tend to go to institutions with a better image and reputation which Tech BC located in Surrey couldn't provide – another name factor
- Locals were confused Tech BC with BCIT
- Creating an online university in a shopping center - against the online image and too costly(high rent)

經營的要因

- Lack of right forecast
- Lack of marketability
- Failure in putting forward their initial plans
- Lack of long-term vision – stuck too much on its own online program not interested in membership with the existing HE consortium/alliance in BC
- Lack of designing appropriate model – Tech BC model so different from other BC institutions making it difficult for students to transfer credits
- Toughness in creating clients caused by all these

競合も要因 (Tech BC vs. Royal Roads)

- Tech BC – much more startup cost with no building, no nothing
- R & R – established on former military cadet school with not much startup capital cost
- Tech BC students –average age at 26 with part of their mandate being creation of more room for local school leavers – more costly undergrads programs with less income
- R & R students –average age at 39 with their target audience on mid-level professionals hence less costly graduate programs with more income

ヒューマンファクター

- 学内のコミュニケーションギャップ-Tech BC Vice Presidents for Academic Affairs and VC for Research didn't get along with each other
- 州政府部内の人間関係-President for UBC has a good friendly relationship with PM of the Provincial Gov't (They are neighbors across street)

閉鎖決定とその結果 (政府側見解)

- Students – happier with the Tech BC operation being taken over by SFU which got the name and reputation
- Local Municipality – happier with the decision for better redevelopment
- SFU – projecting a big increase in student body at its new Surrey campus(up to 5000 in the future?) and partnership with the private sector

前・元学長との一年後のインタビュー

Feb 27, 2003

© Watters's residence

Technical University of BCの特質

- A most right-wing University in North America with no senate, no tenure and no union created by left-wing government and closed down by right-wing government (Jean Watters, last President)
- A University with most innovative ideals that could be a model for the whole country (Barnard Sheehan, former President)

閉鎖の理由 - “Purely political”

- Prospective presence, aborted too soon
- Whole plan constantly changed & delayed, then used for excuse for closure
-> responsibility of previous gov't, political setup by present gov't
- Lesson to learn: Private endeavor preferable to public ownership
 (“Politics is entertainment in BC, you never know what happens next” - Watters)

TechBC経営陣側の論議 (無からのスタート)

- Original plan: 300,000 square feet
- Annual rent of the space: CAN\$9 mil
- Contract-based faculty for flexible operation <- future tenure system envisaged
- High quality of learning model, but unmaterialized business model, little branding, rumor of closure -> little marketability hampered industry partnership and student enrollment

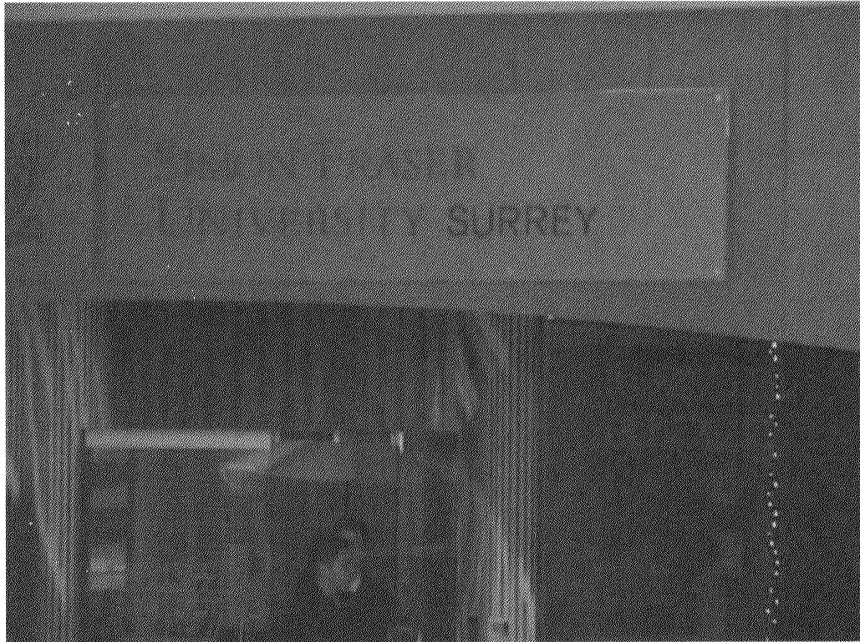
閉鎖された側の反論

- *Historical operation and capital costs for Tech BC have far exceeded the original budget* <- Gov't constantly changed the plan, funded less than needed, annual costs never exceeded the budget
- *Student enrollments have been consistently below targets* <- No firm ground attained for marketability, naturally attracting little interest from potential students
- *Private sector partnerships have not developed as expected* <- Same as the above, plus no physical space secured for industry connection
- Given one more year, Tech BC would have become a success model to be nationally recognized (most of its startup costs have already been accounted for – a ‘reverse success model’).

地元の開発計画と経済活性化

- SFU branching was the original plan
- Booming IT economy led to Tech BC inception
- Name of Tech BC caused unnecessary confusion with BCIT, and other polytechnic type schools
- SFU takeover generally welcomed to locals
- Empty tower, no immediate filling in sight

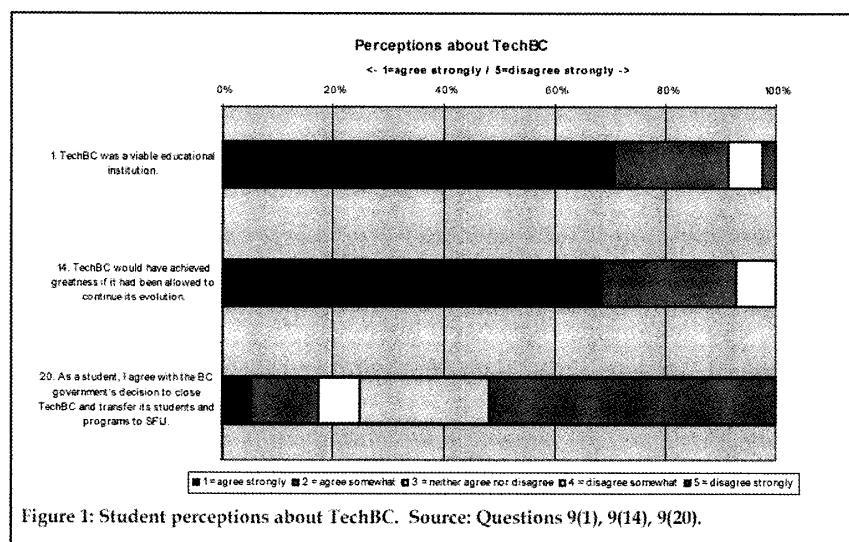
February 2003, SFU Surrey Campus, formerly Tech BC



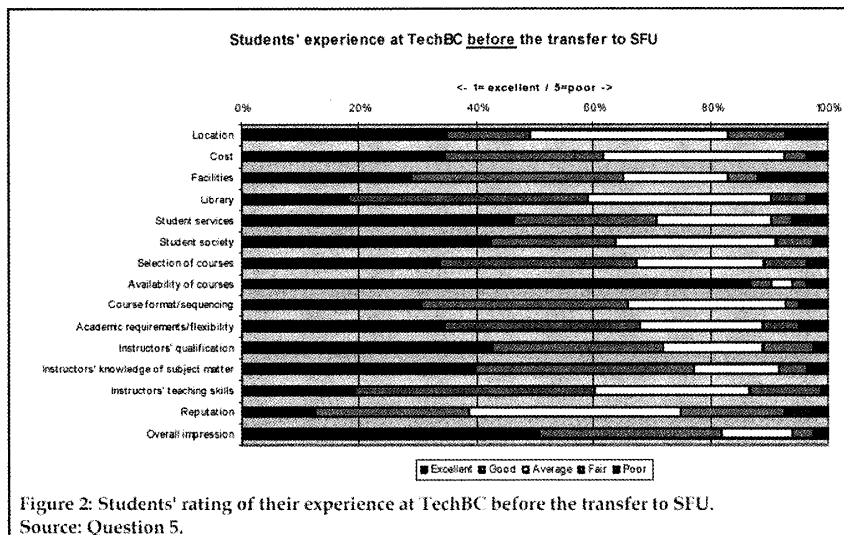
February 2003, Surrey
Central City part of
which was to be Tech
BC facilities

受講学生の反応と認識 (地元学生 John Trumanによる調査結果)

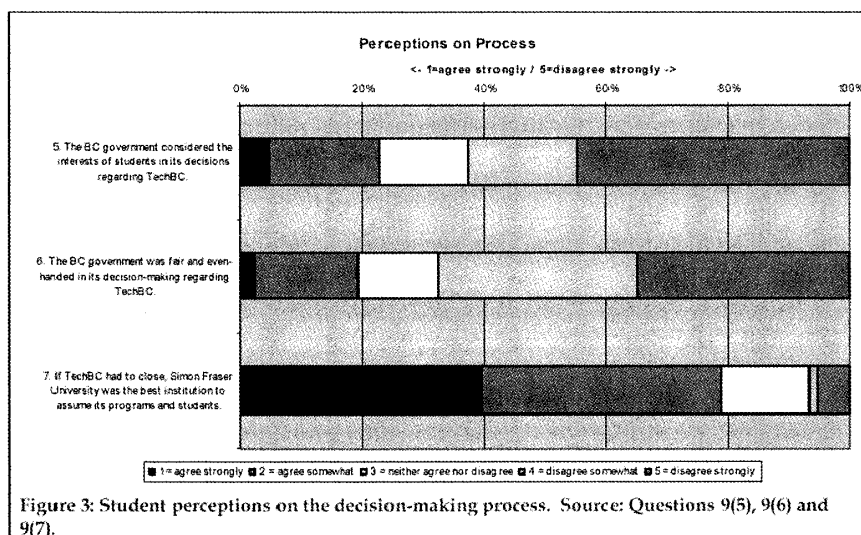
- For some of negative reactions from the students to the decision to close down the University – refer to “City of Surrey Regular Council Minutes, Nov.26, 01 regarding a public hearing held on Nov.19, 01 on the future of Tech BC (pp.1-2)



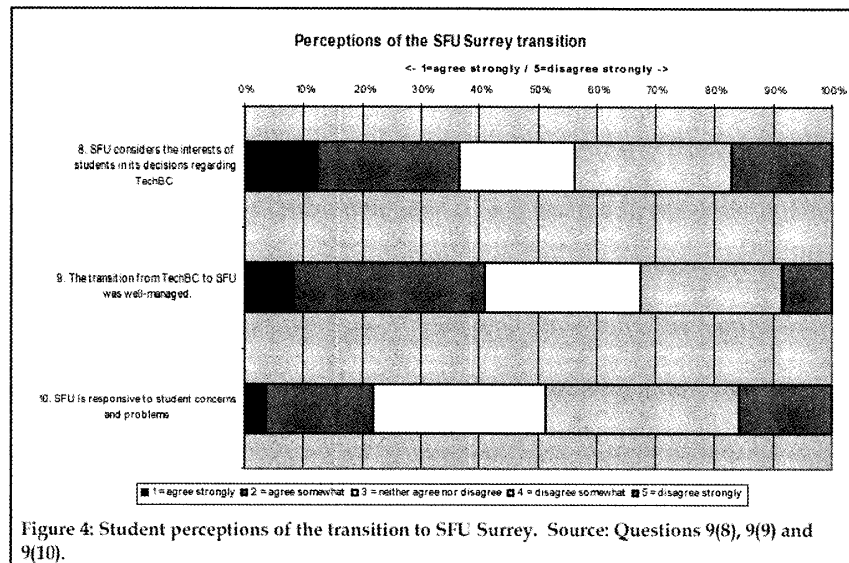
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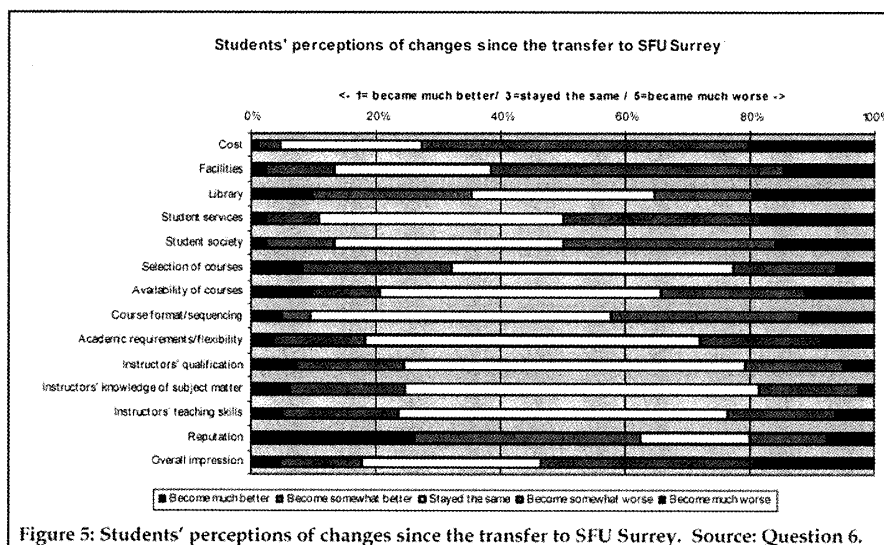
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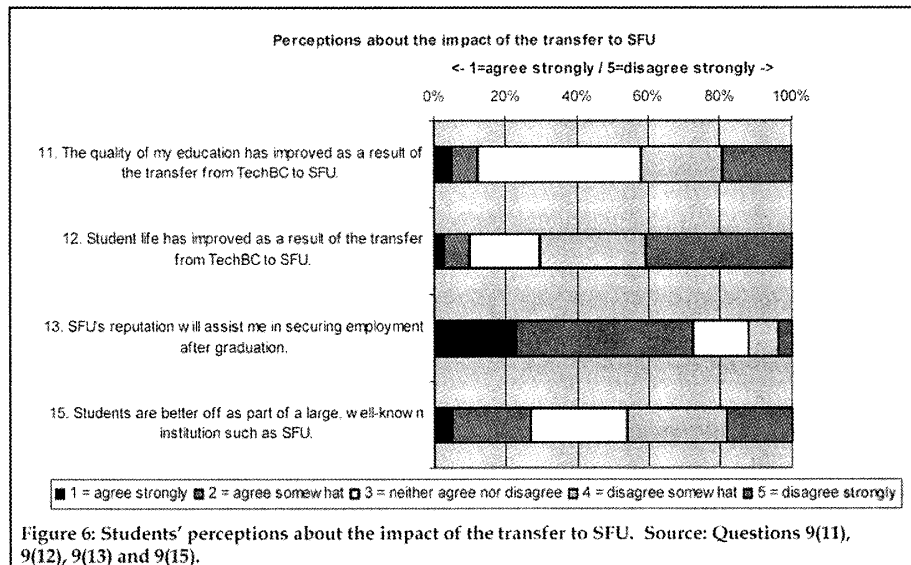
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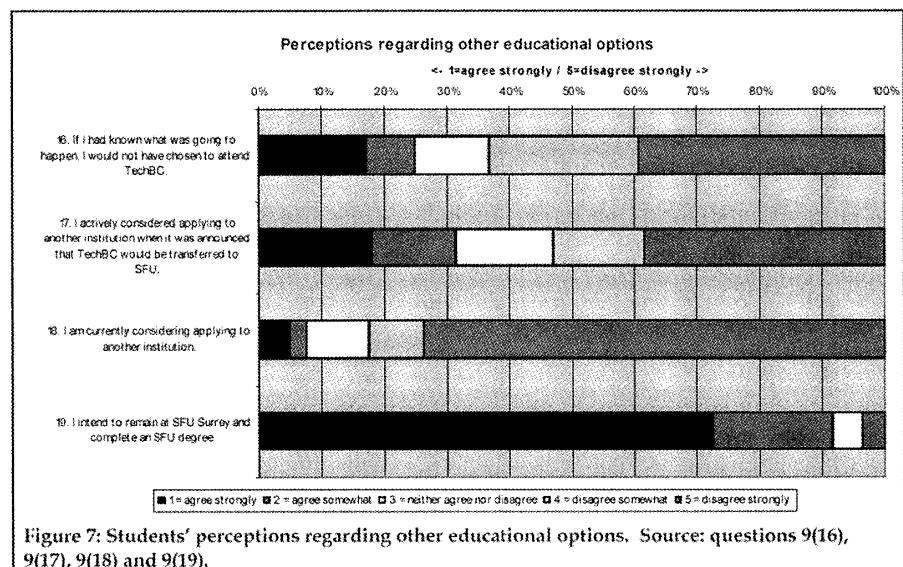
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BC 公開遠隔教育における将来展望

- Abolition and Disappearance of OLA
- Decision to keep BC Open University – how?
- BC in need to create more seats for students
- Emergence of a new idea for “BC Campus” as a new type of consortium in BC (www.c2t2.ca refer to “e-merge” “BCcourses.com”) with Centre for Curriculum Transfer and Technology as a driving force - Randy Bruce - in creating “BC Campus”)
- Major BC institutions interested in extending their programs and maximizing the enrollment through this new consortium yet to be created

本事例調査研究結果の示唆？ (政治・経済要因がすべてではない)

- バーチャル・ユニバーシティの実情
- IT利用によるバーチャルユニバーシティの可能性と実現性
- 大学と受講生のニーズにおけるギャップ
- 学習モデルとビジネスモデルの整合性